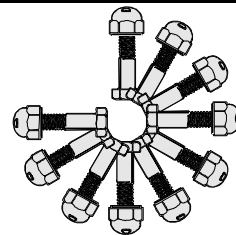




NUTS & BOLTS

A Publication About the ISM and SSF Programs



What's *Nuts & Bolts*?

NUTS & BOLTS is an unofficial multi-MACOM publication about the Integrated Sustainment Maintenance and Single Stock Fund programs. Its purpose is to enhance awareness of on-going activities in these two major logistics business process improvements.

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Start the Presses!

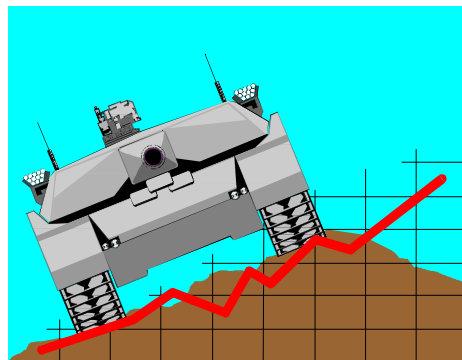
Dateline: HQ AMC - COL Button



I am pleased to send you the first issue of *Nuts & Bolts*. This newsletter will focus on two extremely important logistics reengineering initiatives, Integrated Sustainment Maintenance (ISM) and the Single Stock Fund (SSF). These two programs are critical to sustaining the warfighter during this period of increased budgetary pressures. We want to keep you informed about what and how we are doing.

While the two initiatives are separate and distinct, the Army recognizes that the ability to fully realize ISM's potential cost savings and avoidances is directly linked to the successful

implementation of SSF. Both programs reduce the cost of sustainment operations by promoting more efficient business practices, like: economies of scale, better repair versus buy decisions, and reductions in inventory levels.



Our intent is to publish *Nuts & Bolts* on a monthly basis in order to provide timely updates on key ISM/SSF developments and program management information. Initially, we will produce hard copies of *Nuts & Bolts* and send them to you via snail mail. However, our goal is to electronically publish the newsletter, either through e-mail, or on a World Wide Web home page, or both. Please keep in mind that while HQAMC is the publisher, this newsletter is for the ISM/SSF community. We welcome your MACOM/agency articles, suggestions, ideas, and/or submissions for inclusion in future versions. Please contact Jim Dials, either telephonically (DSN 767-3269) or via e-mail (jdials@alexandria-emh1.army.mil) for your input and/or questions.



SOUND ATTENTION!



This issues highlights...

- The Corporate Board has long been a mainstay in Corporate America's decision making process. The institution of these Boards in ISM and SSF is examined in our article entitled ***Corporate Boards Ensuring a Multi-MACOM Perspective***.
- About 2 years ago, the Army was directed to merge retail and wholesale stock funds. ***Single Stock Fund Overview*** takes a quick look at the goals of SSF and outlines the approach to implementation.
- With the recent installation of the Executive Management Information System (EMIS) at Fort Lewis, all planned FORSCOM sites have been fielded and the total number of current ISM locations increases to 18. This is slightly ahead of the originally proposed schedule. The table included with ***EMIS Fielding Ahead of Schedule*** depicts the proposed fielding schedule for the remaining 30 locations.
- A list of reference and technical documents to enhance understanding of ISM is contained in ***In the Stacks***.
- POCs at HQ AMC for SSF and ISM are listed in ***SSF Team Forming*** and ***ISM Points of Contact*** at AMC.

Coming in September.....

- Lead articles for next months *Nuts and Bolts* include:
How ISM Works, a primer on the efficiencies and economies that are inherent to the ISM concept. ***ISM Corporate Board***, a report on the actions and decisions of the 11 and 12 September meeting. Also, a report on the establishment of the ***SSF Corporate Board*** and its actions.
- Plus ***your articles*** - to have your items included in the September issue of *Nuts & Bolts*, please submit them to Jim Dials via e-mail address: jdials@alexandria-emh1.army.mil or via snail mail to: HQ AMC; attn: AMCLG-MI; 5001 Eisenhower Ave; Alexandria, VA 22333-0001

CORPORATE BOARDS

ENSURING A MULTI-MACOM PERSPECTIVE

Dateline: HQ AMC

When you hear the phrase "Corporate Board" you probably think of IBM, power lunches and walnut paneling. Like IBM, ISM and SSF have Corporate Boards. Just like IBM, the Corporate Boards have power lunches, although they're more likely to dine at the *Deli Belly* or *Chez McDonald's* than the *Ritz Carlton*. And while the Corporate Boards may not have a walnut paneled board room, someone once brought in doughnuts. Otherwise, the Corporate Boards are pretty similar to IBM. Each Board performs similar functions, making decisions for and charting the future of their organizations. Unlike IBM, whose Corporate Board is responsible to the stockholders, the ISM Corporate Board is responsible to the Senior Army Leadership.

The ISM and SSF Corporate Boards ensure the maintenance of a broad, multi-MACOM perspective during the implementation of new Army business process improvements. The Corporate Board model was first used to facilitate ISM operations across MACOM lines for the Expanded ISM (ISM-X) Demonstration.

ISM Initiative: The ISM Corporate Board is the principal organization assigned responsibility for guiding ISM implementation. The focus of the Board is to view ISM issues from a "Big Army" perspective, while ensuring that MACOM, regional, and local issues are also considered. The Board consists of both voting and non-voting members, as follows:

- Voting members are colonel-level representatives from the MACOMs and staffs affected by ISM implementation. Currently, voting memberships are held by DA DCSLOG, HQ AMC (Chairman), HQ FORSCOM, HQ TRADOC, ARNG, and USAR. As ISM implementation expands OCONUS, representatives from those MACOMs will be added as voting members.
- Non-voting members provide the Corporate Board essential subject matter expertise on specific subjects or issues. Organizations currently providing non-

voting members include CASCOM, LIA, the NSMM and RSMM Offices, and the RAND Corporation.

The ISM Corporate Board is responsible for the following:

- To manage and guide ISM implementation and operations. Decisions of the ISM Corporate Board are policy directives for the ISM management structure at the national, regional, and local sustainment levels.
- To approve ISM implementation documentation.
- To identify, coordinate, and resolve implementation issues which cannot be resolved at lower levels.
- To review current and future Army doctrinal and policy issues impacting ISM implementation.
- To establish procedures for exercising prudent stewardship of the non-MACOM resources allocated to ISM.

Each voting member has one vote, and a simple majority constitutes Board consensus on an issue. If the Corporate Board cannot reach consensus, the issue is forwarded to a 12 Star Decision Conference for consideration. The Board normally convenes on a quarterly basis but is meeting more frequently now as ISM implementation nears.

SSF Initiative: The initial meeting of the SSF Corporate Board will take place on 20 and 21 August 1996 at HQAMC. A principal agenda item will be the establishment of a memorandum of agreement spelling out the charter of the SSF Corporate Board. As of press time, voting members of the SSF Corporate Board are expected to come from HQDA ODCSLOG, HQ AMC, HQ FORSCOM, HQ TRADOC, ARNG, USAR, EUSA, USAREUR, and USARPAC. Non-voting members are expected to be from CASCOM, DFAS, PM- ILOGS, ASA (I,L&E), and ASA(FM).



Single Stock Fund Overview

Dateline: HQ AMC

A January 1993 change to DoD Regulation 4140.1-R, *Materiel Management*, directed the merging of installation retail stock funds with the wholesale stock fund. Since then, planners at many levels of the Army have been wrestling with the "nuts and bolts" of how to best make this directive a reality. The recently-formed SSF Team at HQAMC has been assigned lead responsibility to make this happen.



The goals of SSF are to reduce inventories, lower procurement costs, and reduce the costs of providing secondary items to the Army. The approach being taken is to place wholesale, installation, and corps reparable exchange (RX) assets in the supply management, Army (SMA) business area of the Defense Business Operating Fund (DBOF). Remaining stocks (at corps and

below) will continued to be funded by Operation and Maintenance, Army (OMA) accounts. Key to this process will be redistribution of excess divisional and non-divisional OMA stocks through the standard Army Retail Supply System-Objective (SARSS-O).

Phased Implementation

The plan for implementing SSF calls for a phased approach:

Phase 1: Phase 1 starts from a baseline defined by a MACOM Council of Colonels in June 1996. This new baseline has at its core: (1) utilization of TAV Business Rules, (2) SARSS-O requirement objectives determination process for retail DBOF, and (3) AMC absorbing responsibility for the Army managed portion of the retail DBOF budget down to the Corps/DOL level.

The goal of phase one is to draw together and integrate the essential foundations of the implementation strategy.

Future Phases: Follow-on phases are where the hard work of planning will become visible. It is currently expected that the second phase will involve revisions to current Army supply and financial policies and procedures, changes to logistics standard Army management information system (STAMIS) and related legacy systems, validation of the interface links between supply and finance systems, and fielding of the system.

While there is no precise timeline, we expect that Phase 1 will be completed sometime in 1997 and that Phase 2 will be complete by the fall of 1998.

SSF TEAM FORMING

Dateline: HQ AMC

Single Stock Fund has been working for quite a while, but now its serious! The senior Army Leadership recently said, "Make it happen!" The SSF initiative has been patterned after the successful ISM program and the upcoming kick-off of the SSF Corporate Board will mean lots of work for everyone.

A SSF staff is now assembling at HQ AMC. Like ISM, the SSF effort will be a multi-MACOM, consensus-oriented effort, but someone's got to do the leg work and that's the responsibility of AMC's SSF Team.

The SSF team is currently working on identifying funding requirements, gaining MACOM participation, proposing revisions to the current Army credit policy, identifying automation system change requirements, and

developing an incremental fielding schedule. The AMC SSF office, aligned with ISM under the leadership of COL Patrick W. Button, has a new Team Chief, Sue Baker. She comes to AMC from the Industrial College of the Armed Forces. Veteran SSF team member, Fred Lloyd, will be assisting Sue until he retires at the end of September. Also on the team are: Kathleen Mahan, a Supply Systems Analyst from ATCOM and Forrest Akers from HQAMC, a senior Supply Systems Analyst. Contractors from Battelle Memorial Institute and IBES Inc will support the team when they join in the Fall.

Contact SSF Team members at the following DSN phone numbers or e-mail addresses:

Sue Baker 767-8499 sbaker@hqamc.army.mil
 Forrest Akers 767-8531 fakers@hqamc.army.mil
 Fred Lloyd 767-8059 flloyd@hqamc.army.mil
 Kathleen Mahan 767-1976 kmahan@hqamc.army.mil
 FAX 767-1002

EMIS Fieldings Ahead of Schedule

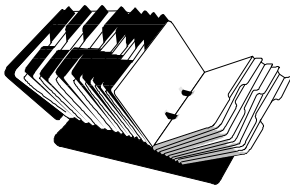
Dateline: HQ AMC

With the coming addition of the Fort Lewis LSMM, the expansion of ISM is ahead of schedule. The Army now has 17 sites participating in ISM: the NSMM office at the Army's Industrial Operations Command, two MACOM offices (FORSCOM and TRADOC), two RSMM offices (Fort Bragg and

Fort Hood), and 12 LSMM sites (five in the East Region and seven in the West Region). The table on the following pages depicts the **proposed** fielding schedule for 30 additional sites. Exact fielding dates are still being negotiated.

	Pre-Site Survey	Site Survey & Data	Site Improvements	Analysis & Cost Mapping	LSMM/RSMM Training	EMIS Fielding	Train Assoc Maint Activity (AMA)	Site on-line
MACOM SITES								
USAR	NA	1/9/97-1/10/97	1/13/97-5/2/97	NA	5/5/97-5/16/97	5/12/97-5/13/97	NA	5/30/97
ARNG	NA	2/26/98-2/27/98	3/2/98-6/5/98	NA	6/15/98-6/26/98	6/8/98-6/12/98	NA	6/29/98

	Pre-Site Survey	Site Survey & Data	Site Improvements	Analysis & Cost Mapping	LSMM/RSMM Training	EMIS Fielding	Train Assoc Maint Activity (AMA)	Site on-line
EAST REGION								
Fort Rucker (TRADOC)	Complete	Complete	9/9/96-1/3/97	10/4/96-1/10/97	1/6/97-1/17/97	1/6/97-1/10/97	1/20/97-1/21/97	1/22/97
Fort Knox (TRADOC)	Complete	Complete	9/16/96-1/10/97	10/4/96-1/10/97	1/6/97-1/17/97	1/13/97-1/17/97	1/27/97-1/28/97	1/29/97
Fort Benning (TRADOC)	9/2/96-9/13/96	9/16/96-9/20/96	9/23/96-1/17/97	10/4/96-1/10/97	1/6/97-1/17/97	1/20/97-1/24/97	1/23/97-1/24/97	1/27/97
Fort Gordon (TRADOC)	9/9/96-9/20/96	9/23/96-9/27/96	9/30/96-1/24/97	10/4/96-1/10/97	1/6/97-1/17/97	1/27/97-1/31/97	1/30/97-1/31/97	2/3/97
Fort Dix (USAR)	1/13/97-1/24/97	1/27/97-1/31/97	2/3/97-5/2/97	2/3/97-5/9/97	5/5/97-5/16/97	5/5/97-5/9/97	5/27/97-5/28/97	5/29/97
Columbus, OH (ARNG)	2/16/98-2/27/98	3/2/98-3/6/98	3/9/98-6/12/98	3/23/98-6/12/98	6/15/98-6/26/98	6/15/98-6/19/98	6/29/98-6/30/98	7/1/98
Raleigh, NC (ARNG)	3/2/98-3/13/98	3/16/98-3/20/98	3/23/98-6/26/98	3/23/98-6/12/98	6/15/98-6/26/98	6/29/98-7/3/98	7/6/98-7/7/98	7/8/98
Camp Shelby, MS (ARNG)	6/8/98-6/19/98	6/22/98-6/26/98	6/29/98-10/9/98	7/13/98-10/16/98	10/12/98-10/23/98	10/12/98-10/16/98	10/26/98-10/27/98	10/28/98
Annaville, PA (ARNG)	6/15/98-6/26/98	6/29/98-7/3/98	7/6/98-10/16/98	7/13/98-10/16/98	10/12/98-10/23/98	10/19/98-10/23/98	10/29/98-10/30/98	11/2/98
Augusta, ME (ARNG)	6/22/98-7/3/98	7/6/98-7/10/98	7/13/98-10/23/98	7/13/98-10/16/98	10/12/98-10/23/98	10/26/98-10/30/98	11/2/98-11/3/98	11/4/98
WEST REGION								
Fort Leonard Wood (TRADOC)	1/6/97-1/17/97	1/20/97-1/24/97	1/27/97-5/2/97	2/3/97-5/9/97	5/5/97-5/16/97	5/12/97-5/16/97	5/22/97-5/23/97	5/27/97
Fort McCoy (USAR)	12/30/96-1/10/97	1/13/97-1/17/97	1/23/97-4/28/97	2/3/97-5/9/97	5/5/97-5/16/97	4/28/97-5/2/97	5/19/97-5/20/97	5/21/97
Lincoln, NE (ARNG)	2/23/98-3/6/98	3/9/98-3/13/98	3/16/98-6/19/98	3/23/98-6/12/98	6/15/98-6/26/98	6/22/98-6/26/98	7/1/98-7/2/98	7/3/98
Draper, UT (ARNG)	6/29/98-7/10/98	7/13/98-7/17/98	7/20/98-10/30/98	7/13/98-10/16/98	10/12/98-10/23/98	11/2/98-11/6/98	11/5/98-11/6/98	11/9/98
<p>OCONUS expansion to USAREUR, EUSA, and USARPAC will be developed in coordination with those commands.</p>								

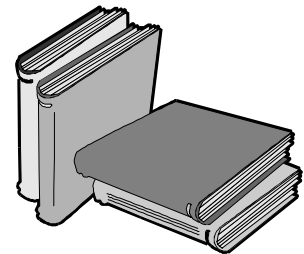


ISM Points of Contact at AMC

	e-Mail	DSN	Commercial	Fax
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LTC Russ Garrett	rgarrett@hqamc.army.mil	767-6796	(703) 617-6796	(703) 617-2793
Clyde Cargill	ccargill@hqamc.army.mil	767-2035	(703) 617-2035	(703) 617-2793
Bob Turnmeyer	rturnmeyer@alexandria-emh1.army.mil	767-8220	(703) 617-8220	(703) 617-2793
Mike Mannion	mmannion@alexandria-emh1.army.mil	767-3269	(703) 617-3269	(703) 617-2793
Jim Dials	jdials@alexandria-emh1.army.mil	767-3834	(703) 617-3834	(703) 617-2793

IN THE STACKS -

Here's a *quick* list of key documents developed for ISM and SSF. Critical to the successful ISM operations is the ISM Business Process Manual which also includes a more comprehensive list of documents in Appendix H. To obtain a document, contact the listed POC. The POCs e-Mail address can be found on the page listed next to the name.



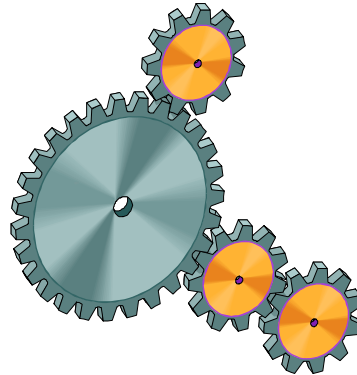
Title	Source	POC	Remarks
ISM Course of Action Analysis Report, dated Mar 96	AMCLG-MI ISM Team	Jim Dials (pg 7)	*Analyzed criteria for ISM implementation options *Work done by Inter-MACOM Work Group *Led to 12-Star MOA
ISM Organizational Concept Plan (Draft), dated Jul 96	AMCLG-MI ISM Team	Clyde Cargill (pg 7)	*First cut at the impact on Army organizations from ISM implementation *Required by HQDA ODCSOPS
ISM Implementation Plan (Draft), dated Jul 96	AMCLG-MI ISM Team	Mike Mannion (pg 7)	*Outlines Army implementation strategy *Initial version will become effective 1 Sep 96
ISM Business Process Manual (BPM), 24 Jul 96	NSMM Office	Tim Bucklaw (pg 8)	*A "How To" manual for operating ISM programs *Corporate Board OK'd using its procedures now
RSMM SOPs (Example)	NSMM Office	Tim Bucklaw (pg 8)	*serve as feeder documents for the BPM
LSMM SOPs (Example)	NSMM Office	Tim Bucklaw (pg 8)	*serve as feeder documents for the BPM
AMA SOPs (Example)	NSMM Office	Tim Bucklaw (pg 8)	*serve as feeder documents for the BPM
AR 750-1 (Aug 94)	HQDA DALO-SM	Si Safford, LEA	Materiel Maintenance Policy, Retail Level
AR 750-2 (Oct 89)	HQDA DALO-SM	TBD	Materiel Maintenance Policy, Wholesale Level

NSMM Notes

Dateline: NSMM Office

Making it Work Together

A concern expressed by the senior Army Leadership at the decision to implement CONUS ISM in February 1996, was the requirement to get sustainment maintenance facilities to work together as a single force. To that end, the NSMM Office, in conjunction with numerous other agencies, has been developing standardized business practices and quality standards.



using International Organization for Standardization (ISO) guidelines tailored for the ISM program. The outcome is the ISM ISO 9002 (tailored) program that puts in place a standard quality program for ISM national work programs. TACOM's Research, Development, and Evaluation Center (TARDEC), Warren, MI., the recipient of the "Presidential Quality Award" reviews the ISM QA Manuals for compliance to the ISM ISO 9002 (tailored) program. AMC has approved ISM QA manuals at Fort Carson, Colorado, and Fort Bliss, Texas. The ISM QA program is expected to expand to encompass local and regional sustainment maintenance repair programs within the MACOMs. For additional information, contact Harold Goodman at telephone (DSN) 793-3576 or e-mail at hgoodmon@ria-emh2.army.mil.

Business Process Manual (BPM)

The NSMM, RSMM, LSMM offices, and ISM MACOM Cells are developing a **BPM**. The **BPM** is an evolving user's manual that provides a mechanism to identify, document, execute, and standardized ISM processes. Sustainment maintenance managers will use the **BPM** during the transition to and execution of the ISM program. An approved **BPM** draft (dated 24 July 1996) is in use by the ISM management structure to execute the ISM program. The next version of the **BPM** is due out on 1 October 1996. For additional information, contact Tim Bucklaw at telephone (DSN) 793-3896 or e-mail at tbucklaw@ria-emh2.army.mil.

Quality Assurance

In June 1995, the NSMM office hosted a Quality Assurance Workshop at Headquarters Industrial Operation Command, Rock Island, IL. The purpose for the meeting was to coordinate an Inter-MACOM quality assurance (QA) program for ISM. MACOM attendees established a quality program aimed at

Supporting the Training Base

In coordination with the Army's Active and Reserve Components, the NSMM office is developing the procedures necessary to support the Army sustainment maintenance training base. Under this ISM program, a certified Army school will provide the NSMM with their annual training plan. The training plan will identify the weapon systems and/or equipment needed to support any Military Occupation Speciality (MOS) qualification or sustainment maintenance training requirement. The NSMM will coordinate the requests with AMC item managers, RSMM and MACOM Cells to ensure that unserviceable items are earmarked to support the AC/RC training base. This program ensures that the soldiers perishable MOS skills and expertise are maintained during peacetime operations. For additional information, contact Tim Bucklaw at telephone (DSN) 793-3896 or e-mail at tbucklaw@ria-emh2.army.mil.

ISM/SSF Planning Calendar for August 1996

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
					1440-1600 EMIS Demo for BG Snyder	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
			ISM/SSF Subcommittee-at Fort Monroe			
18	19	20	21	22	23	24
	0930-1130 ISM/SSF Brief for MG(P) Shinseki	PP&C III - East Region SSF Corporate Board, HQAMC		ISM/SSF Brief for Orsini/Walker		
25	26	27	28	29	30	31

The NSMM Office Wants You!

Dateline: HQ AMC



Finally, after almost a year, we are starting to recruit to fill NSMM positions on a permanent basis. The NSMM office is located at Rock Island, Illinois. The Director of the NSMM office will be a GM-15 DAC. There are several openings in the 346 and 1670 series. Several positions are currently being recruited to be filled early in FY 97. If you are interested in joining the "NSMM Team," or if you want to know more about NSMM staffing or have any questions, call Mr. Clyde H. Cargill, HQAMC, DSN 767-2035.

ISM/SSF Planning Calendar for September 1996

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
	Deadline for Nuts & Bolts Articles		ISM Corporate Board			
15	16	17	18	19	20	21
	Publish Nuts & Bolts					
		Fort Benning Site Survey				
22	23	24	25	26	27	28
		PP&C VIII - West Region				
		Fort Gordon Site Survey				
29	30	1	2	3	4	5